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Approved For Release 2004/05/12 : CIA-RDP86M00612R000100040034-3
May 12, 1967

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TERMS OF REFERENCE
FOR PREPARATION OF
TARGET ORIENTED DISPLAY

A Target Oriented Display of intelligence resources will be developed by a committee of representatives of the Department of Defense, the Director of Central Intelligence, the Bureau of the Budget, and the National Reconnaissance Organization. The Terms of Reference for preparation of this Display consist of the following sections:

1. Users and Purpose of Display
2. Targets to be Displayed
3. Time Period to be Displayed
4. Intelligence Resources to be Included in the Display
5. Preparation of the Display

1. Users and Purpose of Display

The display will be used by a small group including the Secretary of Defense and Deputy Secretary of Defense, the Director of Central Intelligence, the Director of the Bureau of the Budget, and their immediate staffs.

The purpose of the display is to:

- a. Depict, in broad terms, where intelligence resources have been used and where they are programmed.
- b. Provide a framework through which "the principals" can request further studies or can express policy decisions on resource allocation.
- c. Provide members of the CCP and CIP Review Groups a context for review by highlighting areas that should be coordinated.

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- d. Suggest potentially fruitful areas for further analysis of intelligence resources and requirements.
- e. Provide a history of and indicate trends in the allocation of intelligence resources.

Initial display will be generated by October 1967. It will be a short report of less than twenty-five pages. Enclosures to the main report will be presented only where they provide an important record of the deliberations of the interagency committee or of the procedures used to collect data from existing resource-oriented management information systems in DOD and CIA. (State "yes/no")

2. Targets to be Displayed

Intelligence resources will be displayed in three ways:

- a. By asset and intelligence function - Collection, processing and intelligence production resources will be displayed in terms of numbers of ^(the number) units, their location, and expenses.
- b. By target country and function - Resources will be allocated to regions and countries. For the Soviet Union, China, and Southeast Asia, resources will be allocated in greater detail to various military capabilities and economic and political activities. The regional, national, and functional classification will contain 20-50 basic elements. The final list of elements will depend on the committee's evaluation of their significance, their meaningfulness, and on the ease of acquiring data.

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- c. By functional objectives - Resources will be estimated for certain intelligence objectives that exist independent of target country or military capability within a country. For example: strategic warning; tactical intelligence capabilities for fighting wars; and internal counter-intelligence.

For each of these three dimensions, costs will be classified, where applicable, into research and development, procurement, and operations. The display will highlight those capital resources that can be recommitted to different target objectives and indicate the flexibility of recommitment. Detail will be collected only to the extent that it makes a quantitative difference to the summary report, or that it is necessary to establish validity. Wherever possible, existing management information systems will be utilized. Finally, the group will not attempt to develop sophisticated formulas for proration.

3. Time Period to be Displayed

What?
"costs" ?
Intelligence resource and activity tables will be displayed from the early sixties to 1970. The region or country oriented elements will be displayed for FY63, FY66, FY68 and FY70. For FY70, only approved programs will be included in the display.

4. Intelligence Resources to be Included in the Display

The display will include the CCP, CIP, NRP, and CIA programs excluding covert action. In addition, the display will include:

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a. [REDACTED]

b. Part of the SR-71 program.

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c. [REDACTED]

d. Parts of other DOD programs that the committee agrees
should be included.

5. Preparation of the Display

The display will be prepared in five phases:

a. During the first phase, which will last until 1 July 1967,
the committee will generate detailed guidance for data
collection and analysis. Detailed guidance will include
both specific target categories and supporting analyses
and exhibits required.

b. During the second phase, which will last until 1 August
1967, CIA, DIA, NRO and NSA will prepare data displays,
analyses, and exhibits covering their own resources.

c. During the third phase, which will last until 1 September
1967, the data will be collated, a draft report will be
prepared, and further data needs will be identified.

d. During the fourth phase, which will last until 15 September
1967, the additional data will be submitted by CIA, DIA,
NRO and NSA.

e. During the final phase, which will last until 1 October
1967, the final report will be prepared.

The above schedule is approximate and will be changed as mutually agreed
upon by the representatives of DOD, DCI and BOB.

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6. Final Report

The committee's final report will consist of:

- a. The display.
- b. A discussion of the display and its limitations.
- c. A description of how the display was prepared. In this way, future target oriented displays can be refined and related to the initial attempt.
- d. Recommendations for further action.

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SYSTEMS ANALYSIS
(CCC&I)

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

May 12, 1967

MEMORANDUM FOR DISTRIBUTION LIST

SUBJECT: Terms of Reference for Target Oriented Display

Attached is a first draft of the proposed Terms of Reference for the Target Oriented Display. I plan to discuss these at our meeting on Monday, May 15. The meeting will be held in Room 2D-221 at 1400. This is a limited access area; your name should be on the list at one of the guard's desks and you should have no problem getting in.

The other major subject for discussion will be targets to be displayed.

(Sgd) Herbert D. Benington

Herbert D. Benington

DISTRIBUTION:

BOB - Carl Fischer

DIA - Admiral Showers

DDR&E - John O'Gara

NSA - [redacted]

OASD(C) - Harry Schiavone

SAFFS - Colonel David Carter

Information Copy to:

OASD(BA) - Dr. William Wollenberg

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